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Extract from Transcript of 65th Meeting  
of the CIA Career Council, 25 May 1961

MR. ECHOLS: Also at Red's Staff Meeting yesterday there were complaints about the lack of comparable standards for the execution of Fitness Reports throughout the Agency -- not only throughout the Agency but differences among components.

5X1A MR. KIRKPATRICK: I suggest on this subject--as you know, it's among the ones I mentioned to you--that at an early meeting we have a presentation made by [REDACTED] or whoever it would be, on Fitness Reports, and how they were doing, and ask if anybody has any ideas.

MR. ECHOLS: Are you implying the particular form is a bad form?

MR. AMORY: The form basically is a good one.

MR. KIRKPATRICK: I'm not saying one way or the other - I'm simply asking for a review by experts who use them all the time.

MR. AMORY: I know I have difficulty in my own offices with some more hardnosed than others on it, and I think some kind of a statistical analysis of how many 1's, 2's, and 3's, etc. - you could arrange a little tabulation, which would be mutually informative, and those who are giving the highest ones could urge their people to move down, and those who are going below could come up. Because there is no question about it that a person who moves around and has gotten a high evaluation in one place and then he shows up with a 3 or 4 two years later, when the question of competitive promotion comes up he is hurt. As long as he stays in the same office he's all right. Of course, this is the sort of thing you have in the military all the time.

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COLONEL WHITE: There is one thing which has crept into practice which should be stopped. We should strive for more uniformity and just keep striving, but a lot of components now--I have one or two there and there are some in the DD/P, etc.--they will write right in there: This Fitness Report is made out under the standards of the Office of something or another--and it gives the connotation that these are their standards and they are not Agency standards. We ought to stop all of that stuff, because the employee gets the impression, "Well, I was rated according to the Comptroller standards, or EE standards, but they are different."

MR. KIRKPATRICK: This also gives him a very strong argument in case of selection out.

MR. ECHOLS: I question whether the motivation of these offices is to establish different standards. Most of these certifications are a rubber stamp deal, and they say, "When we say average, we mean average."

COLONEL WHITE: Well, we ought to say when the Agency says standard this means standard.

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